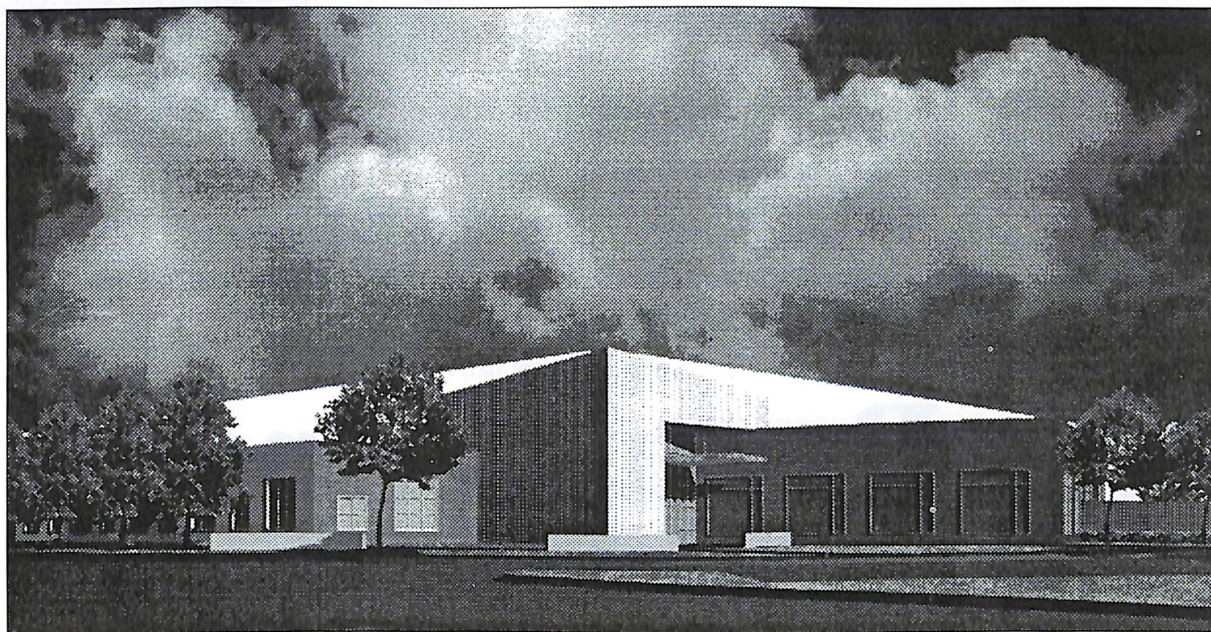


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Dixon

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Inside

SOLANOFirst

VOLUME 2 ISSUE NO.2 JUNE 1997

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SNAP: Linking Libraries through Technology

LIFE SCIENCES CORRIDOR: ALZA Corporation

A Technically Trained Workforce for Solano

Interviews:

- Robert E. Lutolf, Gensa Corporation
- Kevin O'Rourke, Fairfield City Manager

Solano Dealmakers

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Front Row from Left: William H. Baumgartl, M.D., Pain Management/Anesthesiology; Marilyn N. Hulter, M.D., Pain Management/Anesthesiology; David L. Guzman, D.P.M., Podiatric Surgery & Sports Medicine.

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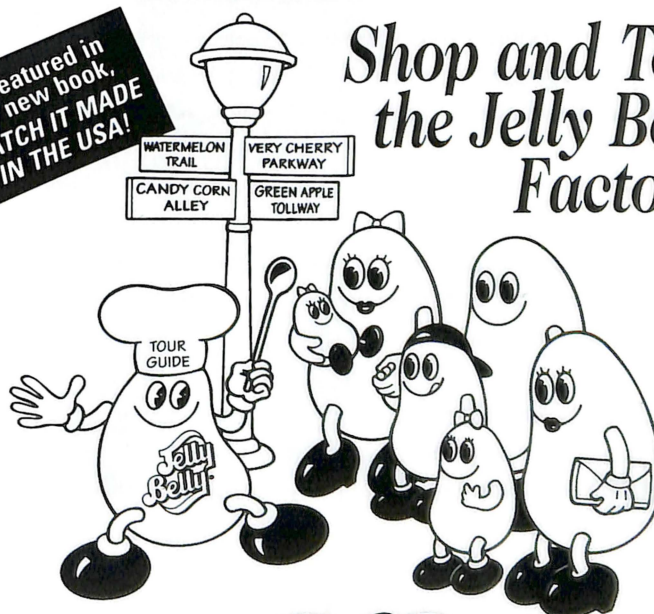
Cover photo courtesy City of Dixon
Architect's rendering of Gymboree's planned
administration/distribution center

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President's Message



The Plan: A Collaborative Effort.

Four months have passed since the **Solano Vision for Economic Community** was unveiled. It calls for "Communities Collaborating for Economic Vitality, Balancing Quality Employment with Quality of Life". The concept has been discussed, and endorsed, by city councils in all seven cities and by the County Board of Supervisors.

The Trustees of Solano Community College and the Solano County School Boards Association have recognized that education and workforce preparation are one of the challenges that must be addressed collaboratively by all segments of society.

The Solano County Armed Services Commission is re-engineering itself as a true regional collaborative to tackle the challenge of keeping Travis Air Force Base, a major regional economic generator, vital.

Ann Cousineau, Solano County Library Director, tells a story of public/private partnership to increase customer services and leverage limited funds. See her article in this issue.

The Cities of Vacaville and Vallejo, independently, are embracing the process of local visioning as a means of developing community consensus to move forward.

SEDCORP's Executive Forum is accepting new members and refining its positioning to serve as a neutral milieu for the collaborative discussion of regional approaches to economic community.

The answers to Solano's challenges are not in the Vision. Rather they are in each of us: volunteers, civic entrepreneurs, who care about our community. The answers will come from the collaborative efforts to problem-solve.

The stage is set.

Solano Community College is developing a curriculum, in collaboration with industry, through SEDCORP's Life Sciences Committee, to prepare a workforce for the growing Solano-based biotechnology manufacturing industry.

The Solano Transportation Authority is working with a new Industry Action Team, assembled through SEDCORP, to develop a five to ten year regional mobility plan.

SEDCORP has informally been approached to assist in planning for regional healthcare, welfare to work, vocational training, and community arts initiatives, to mention a few.

We find these first steps very positive. As a region, Solano is becoming self-aware. The timing seems to be in sync with efforts around the nation, as demonstrated by Colin Powell's Volunteer Summit. They articulate the need for citizens to recognize that communities are accountable and must take responsibility for their own futures.

If first steps are any benchmark, Solano is up to the challenge. □

SNAP

Linking Libraries Through Technology

by Ann Cousineau, Director, Solano County Library

Collaborative partnering is nothing new to the region's innovative library directors! Through cooperation and the leveraging of limited resources, six partner libraries, calling themselves SNAP (Solano, Napa & Partners) have shared information and jointly purchased computerized technology systems to provide

better customer service and deal with 21st century demands. This partnership includes as members the Benicia Public Library, Napa City-County Library, Napa Valley College Library, St. Helena Public Library, Solano Community College Library, and Solano County Library.

Since the mid-1970's Solano County Library had been using one of the first computer information systems designed specifically for libraries. However, as hardware and software became more sophisticated, and as our system proved itself more limited in its capabilities, planning for an upgrade or replacement began.

At that same time, we discovered that the Napa City-County Library and the Benicia Public Library were also planning for new computerized information systems. We discussed a partnership. By virtue of contract information services provided by Napa to the Napa Valley College and St. Helena Public Library, these libraries were also brought into the partnership. Solano Community College was the final entry into the partnership, joining in 1996.

By pooling our resources and leveraging our buying power, we were able to acquire state-of-the art technology and expand the reach of the partnership. We purchased a new system in 1989.

How SNAP Works

Both initial and on-going costs are shared among the partners. The new system cost just over \$1 million, a far more powerful system than each partner could afford individually. In addition, by leveraging our resources, we were able to negotiate quantity discounts for other on-line products, including a variety of databases (two magazine, a consumer health and a social issues) and an encyclopedia. The new system allows us to upgrade the circulation functions from the old system, and it provides

Continued on P. 23

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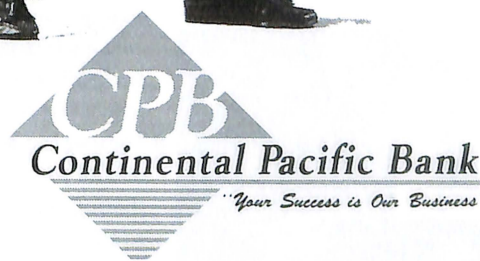
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Dixon

"As it emerges from its agricultural roots...Dixon rides the crest of Solano County's economic development."

History

The origins of the City of Dixon can be traced to the 1850's, when a settler by the name of Elijah S. Silvey settled on land located between Vacaville and Putah Creek. At that time, only one good road led miners from the Bay Area cities to Sacramento. In 1852 Silvey, noticing the number of travelers on that road, constructed a house and stock corral to service their needs.

A convenient resting stop half-way between the Bay Area and Sacramento, Silvey's house/hotel

prospered and the demand for other services grew. A blacksmith shop was built by Messers, Dryden, and Noble and a general store was built by Gillespie. The township of Silveyville was growing.

In the 1860's there were plans to construct a railroad with a depot and stop near the Silveyville township. The new railroad was to pass through land owned by Thomas Dickson. Mr. Dickson donated ten acres to California Pacific Railroad for the construction. In return for his generous donation, the railroad supervisor named the depot and stop in his honor. But the best plans are often waylaid, and it happened here. The "Dixon" Railroad Depot was so named in error and only discovered when the printed signs and train schedules were delivered. The railroad supervisor offered to correct the spelling but Mr. Dickson, a good sport, declined the offer. The railroad was completed and the Dixon Railroad Depot put into operation in 1868.

With the coming of the

railroad, settlers from the outskirts of the Silveyville, Binghampton, and Maine Prairie townships began to move to the new 'town' of Dixon. Buildings were torn down and rebuilt, or jacked up onto frames and rolled to their new location on telephone pole-type rollers.

By 1877, the population was reported to be around 1,200. The town of Dixon by then consisted of hotels, saloons, churches, one public school and an Academy. Other local establishments included blacksmith shops, two hardware stores, dry goods stores, a harness shop, barber shops and more.

In 1878, the citizens of Dixon established their own governing body, and Dixon was incorporated.

Most buildings in the town were constructed of wood, supplied by one of the two local lumber yards. However, the "Great Fire of 1883" wiped out most of the downtown. After this fire, an ordinance was passed requiring that buildings in the business area be constructed of brick or metal. But in 1892, an earthquake destroyed or damaged most brick buildings while the few remaining wood structures survived.

Throughout each disastrous event, the town of Dixon persevered as the merchants rebuilt and continued business as usual. The introduction of gas engines and the hydraulic pump helped diversify the agricultural mix in the area, allowing farmers to grow crops such as alfalfa which, in turn, attracted dairy-men. Fruit orchards increased as did canneries and drying sheds to support the growing agriculture industry. The town of Dixon became a major grain processing center with the Golden Poppy Flour Mill followed by the Mealalfalfa Company in the 1900's.

1997 and Beyond

Today, Dixon is a city of balance, carefully moving toward 21st century economic sustainability. Over the past few years, the citizens of Dixon have recognized that sustainability requires a balance between residential, industrial and commercial, with attention to preserving the City's roots and enhancing its "hometown" image and quality of life. Dixon's direction is outlined in its updated General Plan, adopted in 1994, which refines and directs a growth pattern of industrial, highway commercial and residential development.

Encompassing 6.5+ square miles, Dixon recently annexed 1,322 acres to accommodate the General Plan goals. In 1996, Dixon voters reaffirmed a desire

Continued on P. 8



Dixon City Hall on A Street



First Northern Bank's operations center on North First Street



Bud's Pub and Grill - an example of successful downtown renovation

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First Northern Bank is a locally owned and operated bank. It has been since 1910.

We feel this information is important. Why? Because while some banking corporations seem intent on investing their resources throughout the world, First Northern continues to invest in its own backyard. While shying away from the unstable world economy, First Northern fully understands

the financial needs of Solano, Yolo and Sacramento counties.

And because First Northern is a community bank, loan decisions are made locally with quick turnaround time.

Local bankers, investing locally, another reason more and more people every day are saying, "*First Northern, that's my bank!*"



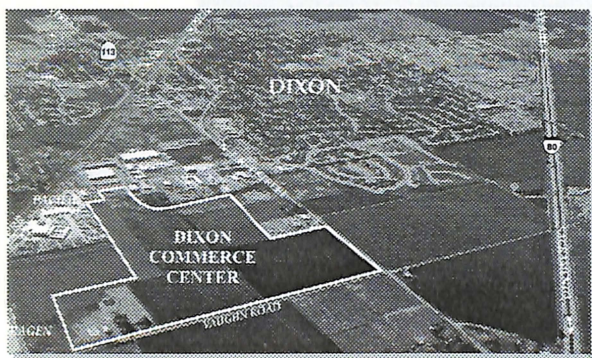
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Aerial view shows the Dixon Commerce Center in the foreground

for managed growth by continuing the residential growth cap of three percent per year. And, the desire to preserve the City's roots and enhance its quality of life is evident in the innovative project undertaken in cooperation with neighboring Vacaville. A permanent 1,000+ acre greenbelt was established with over two miles of

frontage along Interstate 80. The two cities collaborated to jointly purchase the land, remove development rights other than agricultural related, and resell the land.

The City began as a service center for agriculture. Today, there is still a strong emphasis on agricultural production and services. Dixon is a community of 13,500 with outstanding potential.

Assets

Dixon's location on the I-80 Corridor makes it part of both the San Francisco Bay Area and the Sacramento Valley. And the City affords the best of

these two worlds – access to metropolitan excitement of two California cities, world class recreation, an educated and ready workforce, in combination with an enviable quality of life, including educational amenities, a growing industrial base bringing quality jobs and increasing living standards, and the "character" of hometown living. Dixon is 20 minutes to the State Capital, five minutes to the world-class campus of the University of California at Davis, and just an hour from metropolitan San Francisco. From the standpoint of quality education, recreation, real estate, economics, labor and quality of life, Dixon has it all.

Industrial Growth

"Hometown" charm, quality of life, affordable land and excellent location on Interstate 80 all attest to Dixon's commitment to quality growth. Up-to-date infrastructure master plans will guide and accommodate Dixon's growth far into the future. The industrial employment center near Interstate 80 already has infrastructure in place to shorten the time necessary to locate a facility in Dixon. This "welcome" attitude to new businesses was not lost on Gymboree, the newest addition to the Dixon corporate family, with its January 1997 announcement of a 300,000 sq. ft office and distribution facility in Dixon, creating up to 200 job opportunities. Gymboree joins the 325,000 sq. ft. Kragen Auto Works distribution facility in the Dixon Commerce Center project. The Dixon community invested in preparing the City's industrial area for new business, an investment that is paying off today.

The City continues to foster the growth and expansion of existing businesses. Premier Industries, located on Business Park Drive, is doubling the size of its facility with a new 84,000 sq. ft addition. Altec Industries, the nation's leading manufacturer of power lift and boom vehicles, has recently announced an ambitious three year expansion plan to greatly expand their plant on Industrial Way. James Pitts, Vice President and General Manager for Altec Industries recently stated:

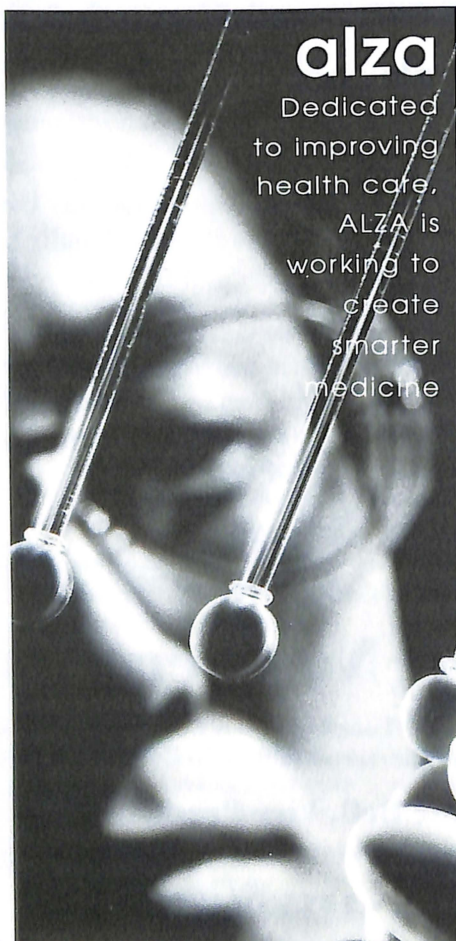
"A critical component of our company's success is the value system upon which our company's culture is based. In Dixon, we found a community and individuals with a similar value system. In our view, this is the correct foundation to build upon to fuel rapid and profitable growth."

Thornton & Son Jewelers, recently renovated a savings and loan building on Pitt School Road and opened the largest jewelry store in Solano County. According to owner, Jerry Thornton, business at the new location has been excellent. The new store has →

The **ALZA** Vacaville manufacturing facility is proud to support the surrounding community in numerous ways:

- Employer of a 500-employee workforce
- Co-sponsor of the Vacaville citywide science fair for 1,500 youths
- Member of Solano County Business and Educational Alliance and participant in Principal-for-a-Day program
- Largest participant in Teachers in the Workforce program
- Member of SEDCORP
- Sponsor of the Daily Republic Partners in Education program supplying newspapers and curriculum to local schools

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been able to attract customers from throughout the region.

Hemostat Laboratories continues its strong presence in the Dixon Industrial Park.

"We ship to clients around the world and rely on access to international airports. By locating in Dixon we get that without the high cost and congestion of the San Francisco Bay Area. In addition, the city government is easy to work with and interested in our success," said Jim McElligot, President of Hemostat Laboratories.

The main office and headquarters for First Northern Bank is located in downtown Dixon. Recently, First Northern Bank built a new 33,000 sf computer and operations center on North First Street. John Hamel, recently retired President and CEO of First Northern Bank said:

"First Northern Bank was established in Dixon in 1910, and the bank's administrative offices and main branch are located in downtown Dixon. First Northern has grown with the community and the region and now operates six branches and a mortgage lending Department. In 1992, company growth made it necessary to construct a new 33,000 square foot operations center, and Bank officials were very pleased to find a suitable locations in one of Dixon's new areas. The center now houses seven departments, central storage, and training and meeting rooms. First Northern has also been successful in recruiting competent employees from this area. The Bank employs a total of 152 people, 53% of the employees work at the downtown Dixon offices and operations center."

Economics

Dixon's average household size of 3.04 is the largest among all Bay Area counties, attesting to the "family" orientation of the community. More than two-thirds of the population is under 44 years of age, ensuring a large and stable work force for decades to come. A solid economy is reflected in a 1997 median household income of \$51,800 for a family of four. Solano's average household income is among the top ten in California's 58 counties.

Employment opportunities in Solano, and especially in Dixon, are projected to grow briskly by about 40% between 1997 and 2010. Dixon's growth in the manufacturing and wholesale sectors will be even more dramatic. Most recent figures estimate a sector growth rate of 55% in the next 15 years. The manufacturing sector offers additional growth opportunities through the creation of additional jobs in the business services and retail sectors, a

multiplier effect.

Housing

Solano County offers Bay Area residents at least a \$100,000 housing bonus! An average new home price in Dixon is \$154,000, and a custom home over 2,000 sf starts at \$185,000. Cost is one

housing factor, but others are quality and diversity. Dixon excels in each. Dixon housing caters to buyers at all levels, from first-time to active senior citizens and everything in between.

Quality of Life

"Hometown atmosphere" is a Dixon quality, afforded by its history, size, population and pro-active planning efforts. The charm and slower pace of country living are evident in this community emerging from its agricultural roots. Today Dixon rides the crest of Solano County's economic development. It is rich in economic opportunities with a bright future, and affords abundant cultural, educational and recreational activities.

California sunshine abounds in Dixon. The warm, friendly climate of the Sacramento Valley provides a perfect backdrop for those who want fun in the sun

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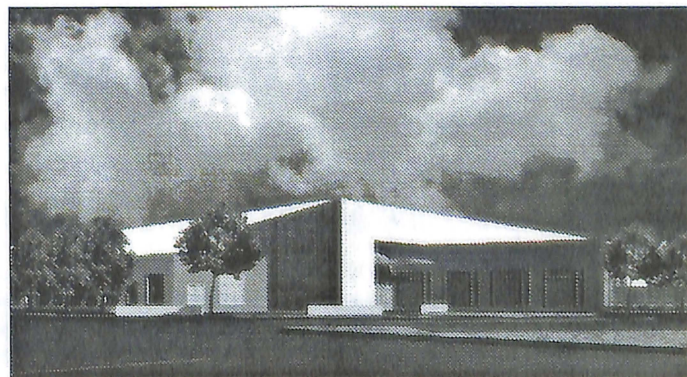


The Kragen Auto Distribution Center

Extensive renovations to this former savings and loan building gave Thornton & Sons Jewelers a magnificent new commercial center



Architect's rendering of a 300,000 sf office and distribution center to be built by Gymboree, manufacturer of children's clothing. Gymboree is the newest addition to the Dixon corporate family and joins Kragen Auto Works in the Dixon Commerce Center



with low humidity. The average temperatures range from 44 to 75 degrees. Average annual rainfall is approximately 16 inches, and 90 percent of the precipitation occurs during the winter months. The climate has defined Dixon's success as an agricultural center.

Education

Remember the days when kids could walk to school? When their biggest worry was who they sat next to in math class? When the school principal actually knew the children and their families? Well, those days are still alive in Dixon. Dixon children receive a quality education in an environment free from many of the problems of big city schools.

Dixon's Unified School District facilities, current and underway, will accommodate 4,300 students. There are approximately 3,200 K-12 students today. It is anticipated that all K-6 students who live within city limits will be able to walk to their neighborhood school. Both traditional and year-round K-6 curricula are available. The District provides educational programs geared to both college-bound and vocationally-oriented students.

World-class universities and research centers are nearby. The University of California at Davis campus is just five minutes to the east, while the UC Berkeley campus is within an hour's drive west. UC Davis is the world's leading university in agricultural research and development, and has a world-class big-technology cen-

ter. The current trend toward agriculture-biotech research is a perfect fit for application in Dixon, based on proximity and soils.

Solano Community College (SCC), serving more than 10,000 students, has extension campuses throughout the county, including a new Vacaville campus, located less than ten minutes from Dixon. As part of the California State Community College System, SCC offers a wide range of pre-professional and vocational programs. In partnership with local industry, SCC also offers "in-house" programs for employers. And a new two-year biotechnology technician certificate program prepares Solano students to work in the biotech manufacturing industry cluster, growing rapidly in Solano County. Sacramento City College has an extension campus in Davis and Yuba College in Woodland is an easy commute for Dixon students. California State University, Sacramento is less than 30 minutes from Dixon.

Recreation

A sportsman's paradise, almost literally at the city's doorstep, are duck and pheasant hunting areas that are among the world's best. Within a drive of two hours or less, one can snow ski, water ski, fish or hike at Lake Tahoe in the Sierra Nevada Mountains, tour the Napa Valley wine country or visit the scenic California coastline. Five public and two private golf courses are within twenty minutes. Two more nearby golf courses are in planning stages. Fishing, swimming, boating and camping are available at nearby Sacramento River delta, lakes and county parks.

Within Dixon city limits are nearly 60 developed acres of open space. Two major parks offer swimming, tennis, softball, basketball, baseball, soccer, horseshoes, picnicking and more. The City recreation program offers dozens of organized sporting and recreational programs.

For spectators, Marine World Africa USA is 40 minutes down I-80, and the San Francisco Giants and 49ers, the Oakland Raiders and A's, the Golden State Warriors and Sacramento Kings are our home teams.

Culture

Artistic and cultural opportunities are requirements throughout the Bay Area and Dixon benefits with a rich variety. The Dixon community hosts cultural, musical and other artistic endeavors and the Bay Area is a world-class cultural playground.

Labor

The available labor force in the City of Dixon is diverse and well educated. Most residents currently commute out of the area for work, which creates a large labor pool.

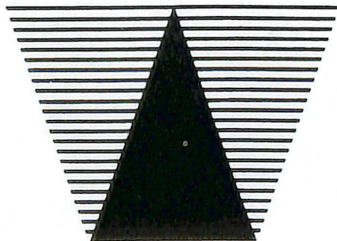
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Community

Down-to-earth community leadership over the past few years has recognized the trends that are just beginning to be apparent through the U. S. Political devolution, or the pushing of responsibility and accountability down to local levels, has required that cities and regions need to plan their own sustainability. Revenues from federal and state government sources to provide public health and safety services continue to shrink. Dixon leadership over the past ten years has taken up the challenge. Locally, the City's General Plan update reflects these changes and is a blueprint for the community's response. It calls for deliberate, planned growth and recognizes the need for balance in the economy, including

industrial attraction as well as agricultural and commercial ventures.

In addition, Dixon leaders are active in the debate for Solano County sustainability, and in building relationships for regional problem-solving. Mayor Don Erickson and the city council members have accepted greater roles in the region's air quality districts, water agencies, the Solano Transportation Authority, the Association of Bay Area Governments, and others. In addition to active involvement in regional marketing through SEDCORP, Dixon's leaders have supported the expanded role of SEDCORP in promoting region-wide forums for public policy discussion.

Mayor Erickson, a veteran of community public service, sees the transitions in public policy and accepts the additional regional responsibilities as a part of community service.

"Public service today is as time consuming and challenging as it's ever been. After 14 years on the Dixon School Board, I "retired" in 1980. I came back to public service in 1994 as Mayor, so I think I have a long-term Dixon community viewpoint."

Mayor Erickson freely admits that the work, in addition to being important, is fun. "If it weren't fun, I wouldn't be here". Part of his decision to run for Mayor in 1994 was based on a personal goal to encourage more citizens with sincere interest in their community to get involved. "I offer myself as an example, so that others will say to themselves, 'If Don Erickson can do it, I can, too.'"

This community commitment runs throughout Dixon, in its government leadership and staff, its business community, its pro-active community service clubs, its schools and its citizens. This common bond makes Dixon a "home-town" worth coming home to. □

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would like to thank all the Sponsors, Participants and Volunteers who made the 8th Annual Golf Classic a success



"Only a few things in Solano County are more familiar to the community than our company logo."

Lynn Barr, President

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Internet 101:

The third in a series of introductory articles on the Internet

by

Conny Dalton,
President of
Dalton Associates,
designers of
www.SEDCORP.org

In the next
issue of
SOLANO First
we will
discuss
searching
with other
search sites

I cannot find the information I am looking for on the Internet.

Imagine trying to find a book on marketing in a library with all the books thrown in a pile in the center of the library floor. Without the Dewey Decimal system or better yet, on-line catalog, it would be virtually impossible to find this book. The World Wide Web (Web) is analogous to this library. Search engines are the catalog system of the Internet.

So how do I find information on the Web?

I prefer to start with Yahoo! (www.yahoo.com). Yahoo!, sometimes called a directory rather than a search engine, is my favorite. I find it user-friendly, perhaps because all Yahoo! listings are reviewed beforehand by people. Their function is to make sure you find the websites and/or categories you are looking for. Yahoo! is the only search engine/directory of this kind.

If you cannot find the information on Yahoo! then it is time to use a true search engine, like www.altavista.digital.com and www.excite.com. A true search engine is a system of computers which automatically "read" all of the WWW pages and count

how often words appear on each page. The results are then rated. Since these computers crawl through the 'Web' they are called 'spiders'. Unfortunately, a search with common words and words with multiple uses can return information unrelated to your search topic.

We will work with Yahoo! this issue.

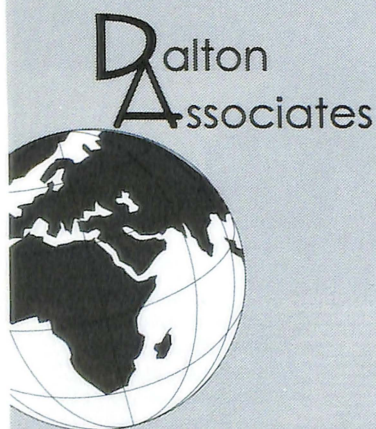
Yahoo! is divided into categories, but try their search features first. Unlike the other search engines, a search on Yahoo! is a search for words on the Yahoo! directory pages. The results will usually be more accurate and narrow. As a bonus, if Yahoo! cannot find your word, they set you up to search for the word in AltaVista, just click on [Go to AltaVista].

Let's try searching for SEDCORP on Yahoo!. Let's assume you do not know the SEDCORP name or internet address. The first word which comes to mind is "economic." This search is not narrow enough, since Yahoo! found 66 category and 2,695 site matches for "economic." So we narrow our search. How about "economic development?" The results are: Found 10 category and 655 site matches for "economic development." Well that is better, but not good enough. If we refine a little more with, "California economic development." the results are: Found 0 category and 35 site matches for "California economic development." SEDCORP is one of the 35 site matches, and you are on your way. □

For more information on website
development contact
Conny Dalton at (707)425-8684
or e-mail at dalton@bizexchange.com

TIPS FOR USING YAHOO!

- ☐ Use double quotes around words that are part of a phrase.
EXAMPLE: "great barrier reef"
- ☐ Attach a plus sign (+) in front of words that must appear in the result document.
EXAMPLE: sting+police
- ☐ Attach a minus sign (-) in front of words that should not appear in the result document.
EXAMPLE: python-monty



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ALLIANCE

A TECHNICALLY TRAINED WORK-FORCE FOR SOLANO COUNTY:

The challenge for the building trades and the big-tech firms who need their services

by Barbara Pombo, SCBEA Executive Administrator

SCBEA. Solano Business & Education Alliance... taking a leadership role in providing students with the world class knowledge, skills, and behaviors necessary to meet the diverse and changing workplace.

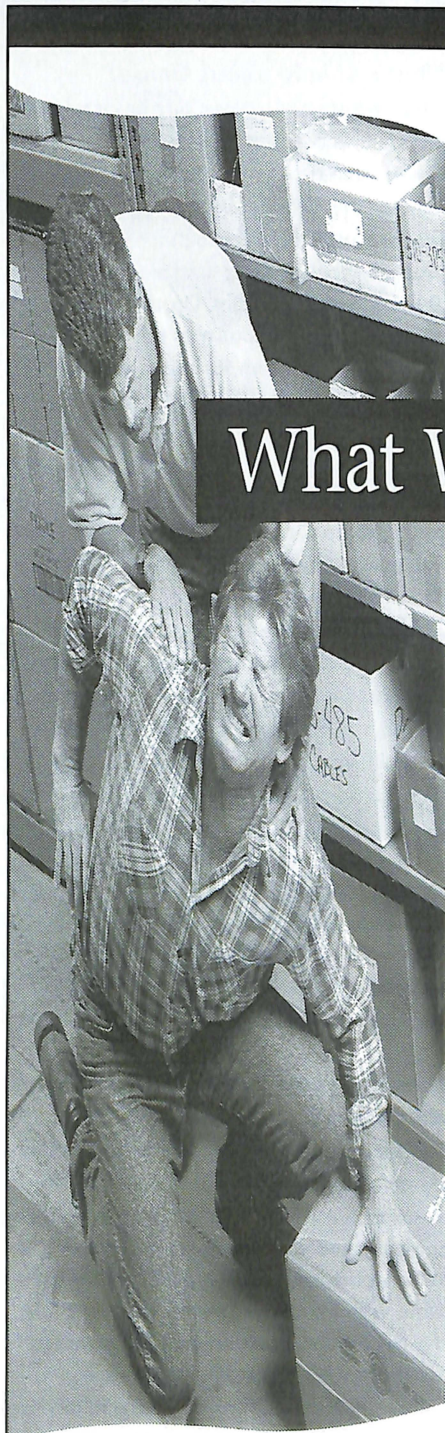
An available and skilled workforce, which builds maintains, services and "partners" with cutting edge firms is a critical ingredient in attracting new industry to Solano County. Is education in Solano County preparing students to enter the workforce – to fill the jobs, do the work which is available today? "NO", say construction leaders; but "both building trade apprenticeship programs and local school-business partnerships are clear about the challenge and moving to fill the gap."

"We don't have enough incoming apprentices. Our human resources director told me (last month) that we were 12 workers short and we could use 20," bemoaned Tim Carnes, President and General Manager of Aspen Timco. A parent, local community leader and activist within the (open shop) Association of Builders and Contractors, Carnes confesses,

"Businesses, parents (including myself), educators and the public in general have driven our children in such a way that the only acceptable conclusion to their education is the completion of a four year college degree... We have failed to educate the approximately 80+% of our young people (those not in a four year program) in a way that makes them eligible for the jobs available today and we have succeeded in making them feel second best if they should choose to pursue that type of education."

Lou Franchimon, business manager, Napa-Solano Counties Building and Construction Trades Council, seems to have a more positive take on the situation, "All unions belonging to this Council have State and Federal approved Apprenticeship Programs, which extensively train all the apprentices in every aspect of the trade. We pride ourselves in having the most highly skilled workforce available and are able

Continued on page 23



You've thought about it a hundred times. There's been an accident on site. A worker has a back injury, strain or broken bone. He could be out of work and in pain for weeks. You're the boss.

What Would You Do?

Many small business owners and managers don't have a plan for dealing with work injuries. They don't know how to prevent on the job accidents, or where to go for treatment designed to get the employee back on the job as soon as possible. The decisions made in the first moments after an injury impact the health of your workforce and your business.

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GENSA CORPORATION. We Work Smarter and Harder.

This is the story of a Solano-based, high-tech, leading-edge company. Gensa Corporation, headquartered in the Suisun Valley, develops computer-based systems for industry and government. It is also the story of Robert E. Lutolf, who founded Gensa in 1991 and serves as its president. As with many entrepreneurs, Lutolf worked in a larger corporation, identified an unresolved problem and a solution – he started Gensa to deliver that solution.

Gensa specializes in developing Microsoft and Oracle-based solutions to fulfill information systems requirements. Gensa develops and installs Windows NT networks, develops custom relational database systems, sells Oracle and Microsoft products, and develops company intranets based on web technologies.

The following is paraphrased from a conversation with Lutolf.

What's unique about Gensa?

When we started, specializing in Oracle and Microsoft was a gamble. The two companies viewed each other as competitors in some markets. We believed in the future of Oracle database systems and products. However Oracle historically was associated with the UNIX operating system. On the other hand, we believed in the future of the Windows NT operating system for mid-sized installations. Because of this, we decided to specialize in the two products. We thought we saw a new market, so we went for it, a strategic decision that has proven to be successful. We now develop Oracle-based client server and web-enabled systems that run on the Microsoft Windows NT operating system. Computer systems based on what is now the leading network operating system and the number one relational database product provide the best solutions for an overwhelming number of companies. The combination of Oracle and Microsoft is technically superior and cost-effective. Today Oracle has about 40% of the database market and Microsoft Windows NT has made tremendous inroads as a corporate operating system. Our strategic decision has proven successful because it is based on the best from Oracle and from Microsoft.

How did you come to the decision to start Gensa?

For several years, I had considered starting my own company. In 1991, I was a division manager for a computer systems engineering company and was essentially running a \$20 million company. I believed I could do the same with my own company if I could find the right niche. I met an East Coast-based associate who was trying to serve a California customer needing Oracle development work. I was based in California and a California office was needed to serve this customer. I researched Oracle and was impressed with the company, its products, systems and strategic direction. I started Gensa, won the contract, and worked that first Oracle project. The project, a cargo

tracking system for the US Army, is still active, by the way. During the course of the project, we recognized a huge demand and Gensa has moved to meet that demand.

Can you provide some history leading to the entrepreneurial move in 1991?

I moved to Sonoma in 1974 and started working for a computer systems engineering company that served mainly Department of Defense clients, including the Mare Island Naval Shipyard in Vallejo. I eventually became a corporate division manager and vice president. As I explored my options, I realized that advancement opportunities, within the company, were limited. The company founders were still active in the business and the Department of Defense market looked like it was going to shrink. In anticipation of starting my own company, I realized I lacked financial skills, so I went back to school and earned an MBA from UC Davis. When the opportunity arose, I was ready.

What is Gensa's growth track?

Gensa started providing system development services to customers, often at the customer site. This provided a way for us to build our skill base. As I mentioned, our first project was for the Department of Defense. We then concentrated on expanding our customer base to state government and private industry. We have now developed a capability as a computer systems integrator. We can develop and install complete systems with hardware, software we purchase and software we develop. We have become a member of Oracle's Business Alliance Programme and are a Microsoft Solution Provider. Gensa has developed agreements with three major distributors to obtain the hardware and software we incorporate in the systems. We have installed in-house configurations of Oracle and Microsoft products that we use to replicate customer configurations. We are transition-

14

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Continued on P.18

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THE LIFE SCIENCES CORRIDOR

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The name ALZA is a combination of the first two letters of the founders' first and last names. The company is head-quartered in Palo Alto

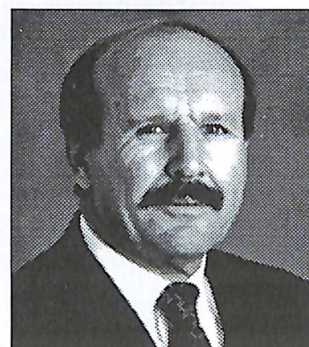
ALZA CORPORATION,

founded in 1968 and headquartered in Palo Alto, California, is a leader in the development and commercialization of innovative pharmaceutical products using advanced drug delivery technologies to add medical and economic value to drug therapies.

Products developed by ALZA include Procardia XL™, the largest-selling cardiovascular product in the U. S. for treatment of angina and hypertension, DuragesicX for the management of severe chronic pain, and NicoDerm. CQ™ for smoking cessation. In 1996 the U. S. Food and Drug Administration (FDA) approved NicoDerm. CQ™, the most widely prescribed nicotine patch in the US for over-the-counter sale as a stop smoking aid. Sales of ALZA-developed products marketed by client companies exceeded \$2.5 billion in 1996.

Unlike conventional forms of drug administration, including tablets and injections, ALZA's therapeutic systems deliver drugs at a steady, controlled rate, or in

a predetermined pattern over extended periods of time. ALZA's drug delivery systems for human application include oral osmotic tablets, transdermal patches, electro-transport systems and human implantable systems. Products incorporating ALZA's



Mike Paulik, Vice President of Manufacturing, manager of ALZA's Vacaville facility

technologies can improve the medical and economic value of drugs by reducing many of their unpleasant or harmful side effects, while at the same time optimizing their beneficial actions. Patients using these products often need less medical attention, are able to leave the hospital sooner and are provided with alternatives to in-hospital care — resulting in significant health care savings.

As part of its long-term strategic plan, during 1988 ALZA constructed a 220,000 sf manufacturing facility in Vacaville to commercially produce its drug delivery product lines. The facility currently employs 580 personnel. During a recent conversation, Michael Paulik, Vice President of Manufacturing at the Vacaville facility, indicated that the selection of the Vacaville location for manufacturing activities was an excellent decision based on favorable experience with the local community and labor pool.

More recent strategic activities include the expansion of ALZA's sales and marketing and product development capabilities. ALZA is focusing on four therapeutic areas: endocrinology, urology, supportive therapies for oncology and AIDS, and pain management. In 1993, ALZA formed Therapeutic Discovery Corporation (TDC) to select and develop new human pharmaceutical products combining ALZA's proprietary drug delivery systems with various drug compounds, and to commercialize such products, most likely through licensing to ALZA. ALZA currently has a number of products under

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STA Uses Hollywood Script

by Martin Tuttle

The schedule of Tom Peters — the noted "Search for Excellence" author — is packed with motivational management speeches to business groups and executive retreats.

Despite the huge fees he commands, Peters, if asked, will not recommend himself as a speaker. He urges managers to seek out famous movie directors — a Steven Spielberg or Francis Coppola — for their next strategic planning meeting.

Peters is fascinated with the movie model approach to project management. Movies are the result of a focused, creative effort involving a newly-assembled group of people with specialized talents. These people who often have never worked together, spend up to \$90 million to produce a flawless product, the movie. Once the production is completed, the organization disappears, never to be configured again in that precise formation.

The notion of producing projects or services by one-of-a-kind networks of people is a common practice of many businesses, including the Solano Transportation Authority (STA).

The STA was established as a new public agency last July 1 to serve as an independent advocate for Solano's seven cities and the county to improve the regional transportation network. Although we are not engaged in the making of the next Star Wars, our core staff of five is part of many networks of people focused on delivering projects and programs throughout the county.

The unique organizational pact of the STA encourages partnerships between it and its member city and county agencies, ranging from accounting to legal services contracted with the City of Vacaville to traffic modeling data performed by the city of Fairfield.

The STA seeks out the best project management consultants to advance specific "priority projects" selected by our board of directors. These consultants are generally joined by a network of private citizens and local, regional and state government staff a direct interest in advancing the project.

It's not surprising the movie model works well from the approach of delivering transportation projects. The cost of a local road or transit facility project is roughly the same of a movie's budget and the enormous bureaucratic and environmental hurdles demand the kind of creative focused effort of a big screen production.

In recent months, the STA has advanced

several projects utilizing this one-of-a-kind network approach. Here are a few examples:

NEW CARQUINEZ BRIDGE

Working with Caltrans, the Metropolitan Commission (MTC), city of Vallejo and the Contra Costa Transportation Authority, we have successfully accelerated the construction of a new bridge over the straits, rather than making costly earthquake improvements to the narrow 1927 -built span. Completion of the project plan was in serious jeopardy when Caltrans and others objected to Vallejo Mayor Gloria Exline's call for future rail track capacity on the bridge. The basis of the opposition was an estimated \$28-35 million cost cited by Caltrans to upgrade the bridge deck to accommodate trains in the future.

A cameo appearance by Wilbur Smith Associates of San Francisco, consultants hired by the STA, provided information on technology to upgrade the bridge deck to accommodate light trains connecting to BART in the future at a fraction of the \$250,000 initial cost.

Continued on P. 22

Martin Tuttle is the executive director of the Solano County Transportation Authority (STA.)

SEDCORP formed an eight-member Transportation Action Team in March to work with the STA on a plan to meet the transportation needs of businesses in Solano County.

DON THEILE

A Seasoned Real Estate Professional

Don began his real estate career in 1968, handling both commercial and residential properties for a major developer. Promoted to head a 35-agent office, Don spent the next 14 years managing and leading his office in sales as an active selling broker. Don moved into commercial real estate with Coldwell Banker, then the nation's largest commercial real estate company. As Senior Sales Consultant, Don covered an area from Livermore to Dixon. His experiences in Solano County fostered the desire to focus on a smaller market. Don joined the local Ficklin Group as a partner, which grew into a strong organization, later to become Archer, Theile, Ficklin & Associates. But in time, the firm fell slowly apart due to changes in the California commercial real estate market. About this time, Don and four other highly regarded Solano County commercial real estate professionals joined together to form Premier Commercial Inc., recently recognized by The Business Journal as the third largest commercial real estate firm in Solano County. Don's 29 years of real estate experience includes wearing the same hats as many of his clients. As a landlord, past tenant, and property investor, he brings firsthand experience and a decisive advantage in the purchase, sale and leasing of commercial real estate. Don is an active community leader, a founding member of the Cordelia Rotary, a second term director of Goodwill Industries of the Greater East Bay, and Chairman of Goodwill's Solano County Advisory Council. He is a founder and Past President of Solano Commercial Brokers, Past President of the East Bay Brokers Assn., a member of SEDCORP and the Fairfield-Suisun and Vacaville Chambers of Commerce. He lives in Diablo with Tessa, his wife of 30 years.



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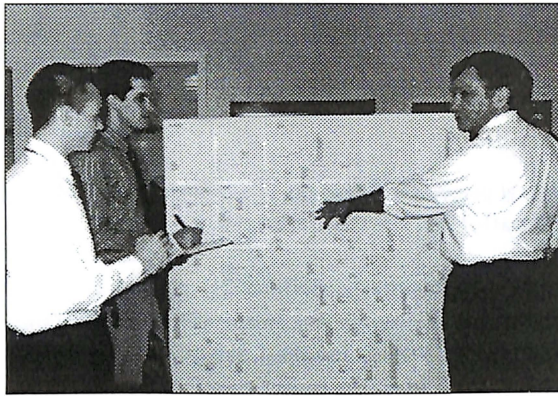
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GENSA

CONT'D FROM P.14

"Companies are looking at how they can effectively incorporate internet web technology into internal corporate systems. These internal systems, based on web technology, are called intranets.

Oracle and Microsoft are two of the major players in intranet products. Gensa uses this technology to assist companies develop these intranets."



Bob Lutolf (pointing) and staff

ing more of our work from customer sites to our facility.

Who is the Gensa customer?

Our customers include companies, state and federal governments. Our corporate customers typically have sales of \$40 million or greater. All of our customers are either upgrading older systems to new technology or need new systems to support growth. Gensa can work with the customer to identify requirements and solutions, and then develop, install and test the solutions. Gensa also works with large system integrators, like Booz Allen & Hamilton where we might work on a part of a larger project. We also work with

Oracle's "Oracle on NT" group in jointly marketing and developing customers. Gensa and Oracle currently have a joint promotion where companies can obtain 90-day trial copies of Oracle products through Gensa.

Why the move from Sonoma to Solano?

First of all, Northern California is a realistic market for this business. The high-tech, sophisticated users of computer technology are here. We see Solano as central to serving the Northern California market: the Bay Area, Sacramento and Walnut Creek. We also see Solano developing into a strong market. Oracle and Windows NT trained people are in demand and we believe that Solano will be a good location to find the personnel we need. The lifestyle in Solano County is superior to the Bay Area and we see more people moving into the area to take advantage of the lifestyle. We think we can successfully recruit people with these skills who are now commuting, in traffic jams, to jobs in the Bay Area. UC Davis is also an excellent resource. We hope to draw our workforce from the combination of disgruntled commuters and university graduates.

Additional Gensa services?

Companies are looking at how they can effectively incorporate internet web technology into internal corporate systems. These internal systems, based on web technology, are called intranets. Oracle and Microsoft are two of the major players in intranet products. Gensa uses this technology to assist companies develop these intranets.

How did you get into this business?

I have a BSEE from Newark College of Engineering in New Jersey. In college, I took an elective in analog computers. That course led to a job with Singer Link, where we developed US Navy aircraft simulators. I joined the Air Force during the Vietnam war and served for six years, four years at Sunnyvale where I learned to love California. While in the Air Force, I earned a Master's of Science in Systems Management from USC. After the Air Force I worked for computer systems engineering companies. What's interesting now was the decision to study analog computing. As a college student, I didn't see the future in digital computing. The analog interest did get me the job with Singer Link where I worked developing simulated sounds digitally. I was able to obtain a patent for some of the work. That got me started working with digital technology. →

For over 20 years, Aspen Timco has provided quality services to major industrial, biomedical, petrochemical and utility firms in the West



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GENSA

Continued from page 14

The Future for Gensa?

Over the next two to three years, we will continue to solidify our reputation as a computer systems integrator and will concentrate on developing a local market. We have joined SEDCORP and believe we can assist SEDCORP in its marketing efforts, as well as companies moving into the area. Companies opening new offices, or relocating, typically need new computer systems. We can develop these systems and ease the transition to the new location.

We eventually will develop our own off-the-shelf products, both hardware and software. Developing products is a very capital-intensive effort and we probably will not do this for another five years. □

ALZA CORPORATION

Continued from page 16

development with TDC.

The company was founded by Alejandro Zaffaroni in 1968 in Palo Alto. Dr. Zaffaroni founded ALZA to pursue new means of delivering medicines and other compounds to the human body. His interest was born during his doctoral studies when he studied endocrinology, the function of glands in the human body. He noted that human glands deliver very small amounts of material under highly controlled conditions that have tremendous impact in various biological functions. Yet the same agents, when administered to the body, were done all at once with a tablet or an injection. He sensed this was wrong, and he founded ALZA to research and develop more sophisticated drug-delivery systems. The name ALZA is a combination of the first two letters of the founders' first and last names. Born in Montevideo, Uruguay, Dr. Zaffaroni studied medicine in Uruguay and then earned a doctorate in biochemistry at the University of Rochester, New York. In 1951 he went to work for Syntex, a small firm headquartered in Mexico City. While at Syntex, his work with Dr. Carl Djerassi became the basis of the Pill, the oral contraceptive. During Dr. Zaffaroni's tenure, Syntex was transformed from a small firm to a large pharmaceutical house with research facilities in Palo Alto. In 1995, Dr. Zaffaroni was awarded the National Medal of Technology, the highest honor bestowed by the president of the United States for excellence in technological innovation. □

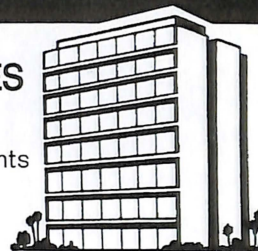
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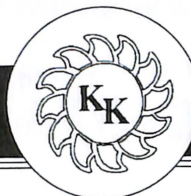
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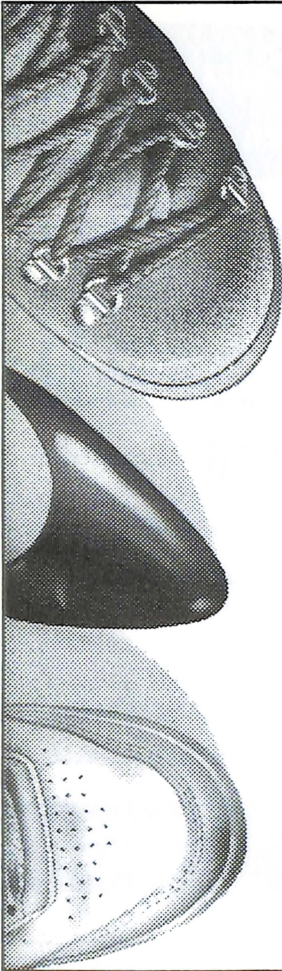
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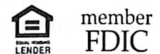
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20

Colliers International

- Phase III of Fairfield Corporate Commons features 45,792 sf of speculative office space in three buildings with lake views. Building 5: 13,824 sf; Building 6: 12,288 sf; Building 7: 19,680 sf. The only speculative office product under construction in Solano or Napa counties.
- Department of Fish and Game (oil spill prevention and response group) leased 5,320 sf of office and lab space at 425 Executive Court North in Fairfield for 7 years. Brokers: Brooks Pedder and Philip Garrett.
- Garaventa Properties acquired 320 and 324 Campus Lane in Fairfield, totaling 58,000 sf that was originally developed by Bedford Properties. Brokers: Brooks Pedder and Philip Garrett.
- Panattoni Development purchased 12.8 acres in the Fairfield-Cordelia Industrial Park and are constructing an approximate 240,000 sf speculative warehouse facility. Specs: 240,000 sf off Watt Court in Fairfield, cross loader, 28' clear height, divisible to 60,000 sf. Pedder represented buyer and seller in the land transaction. Pedder and Garrett are representing Panattoni in the marketing of the speculative facility for sale or lease.

Grubb & Ellis

- Sierra Window Fashions leased 33,500 sf at 907 Cotting Lane in Vacaville consolidating their Fremont and Cordelia plants. Broker: Chris Petrini.



- New Royal Trading Company leased 12,000 sf at 400 Crocker Drive in Vacaville. Broker: Chris Petrini.

- New listing: Mission Land company has available a 10,000 sf (divisible to 2,500 sf) complex for office and R&D at 3333 VacaValley Parkway in Vacaville. Also available is 2,500 sf at 1990 Akerly Drive in Vacaville for commercial use, the only Class A R&D in the market. Chris Petrini will market this complex for the owner, Mission Land.
- Chapman University leased 12,000 sf out of 24,000 sf at 400 Chadbourne Road in Busch Campus Park, Fairfield. The two story office building will break ground on June 1, 1997. Occupy December 1, 1998 for the remaining 12,000 sf. Brokers: Chris Petrini and Bret DeMartini.

Fred Hearn Construction (FHC)

- FHC has been contracted for construction modifications on Fibrebond Corporation's new facility located at 299 Beck Avenue in Fairfield. Work began in December and will be completed during the summer months of this year. Fibrebond Corporation manufactures precast concrete buildings for the cellular telephone industry as well as modular detention systems.
- FHC was awarded the contract to construct the tenant improvements for Christie Design Corporation in Benicia. Christie Design Corporation has leased 49,920 sf from →



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Spieker Properties in the industrial park. FHC is building out the warehouse to provide Christie Designs with a facility for the engineering, design, assembly and distribution of stereo speakers for home consumers.

- FHC has entered into an exclusive design build contract for a new custom home located in Solar Hills, Vacaville.

Coldwell Banker

- Atlantic Richfield Co. purchased 46,609 sf at 3650 Nelson Road in Fairfield. Brokers: Bill Kampton and Paul McGuire.
- Hartsog Trade Schools, Inc. leased 6,200 sf at 2573 Claybank Road in Fairfield. Clarence and Marilyn Hartsog have operated their heating and air conditioning schools in Lodi, Newark and Vallejo for 17 years. The space is utilized by classroom and lab space for the training of 40 students each school term. Brokers: Bill Bassett and Don Matthews.
- Arco purchased the gas station at 3650 Nelson Road in Fairfield. This popular location off North Texas Street adjacent to the old Howard Johnson site has been pursued by several Petroleum companies. Arco is very excited to finally own this location. Broker: Paul McGuire.
- Calestini Tile leased 3,675 sf at 814 Alamo Drive in Vacaville. Broker: Don Matthews.
- Telecom Services, Inc. leased 2,547 sf at 1049 Union Ave. in



Fairfield. Brokers: Bill Bassett and Kirk Hull.

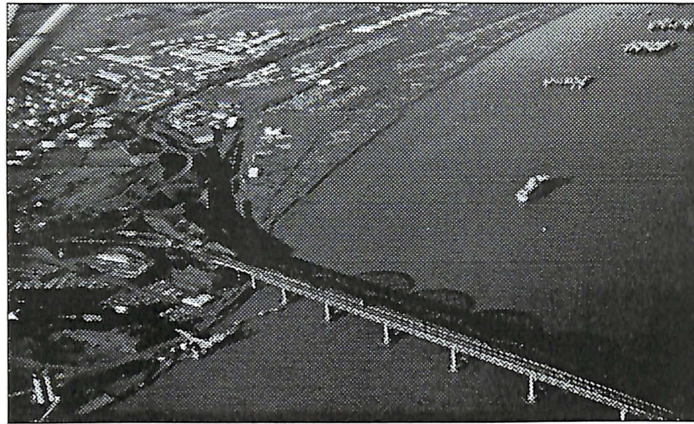
Premier Commercial

- U.S. Labor Department of Mine Safety and Health leased 6,608 sf at 2060 Peabody Road in Vacaville. Brokers: Ron Waslohn and Kevin English.
- Creekside Orthodontics purchased 4,736 sf at 2070 Peabody Road in Vacaville. Brokers: Ron Waslohn and Kevin English.
- Tomasi Lawry Coker DeSilva (TLCD) Architecture leased 3,064 sf at 2300 Boynton Ave., Suite 102 in Fairfield. Brokers: Ron Waslohn and Kevin English.
- Central Rents leased 4,784 sf of retail space at 1070 North Texas Street in Fairfield. Broker: Ron Waslohn.
- Labor Ready, Inc. leased 2,405 sf of retail space at 1070 North Texas Street in Fairfield. They will be operating a placement service for temporary workers. Broker: Ron Waslohn.
- ACT Panel Systems, Inc. leased 2,333 sf of office and warehouse space at 1861 Walters Court, Suite F, in Fairfield. ACT Panel Systems will be fabricating insulated building panels. Brokers: Kevin English represented the lessor, The Hofmann Company, and Don Theile represented the lessee.
- Jeffrey P. Ramirez leased 2,213 sf of office and warehouse space at 1881 Walters Court, Suite A in Fairfield. Ramirez will be operating an automobile repossession company. Broker: Kevin English.

STA

CONT'D FROM P. 15

"The STA was established as a new public agency... to serve as an independent advocate for Solano's seven cities and the county to improve the regional transportation network."



An aerial view shows where the new east span of the Benicia Bridge will be built

With a consensus on the rail issue, the project continues as scheduled and this network or sub-committee, is being used as a model for achieving a consensus on the design and construction of the new eastern Bay Bridge replacement project.

I-80 RELIEVER ROUTE

The concept of providing local road alternatives to allow motorists to avoid I-80 when traveling between Solano cities has been discussed for over a decade. In May, the STA will approve a specific plan to complete the first of its kind — improving local roads to make a continuous four lane connection between Highway 12

in Suisun and I-80 in Vacaville. The draft proposal has already been submitted to Congressman Frank Riggs for federal funding, to the credit of key staff from Fairfield, Vacaville and Solano County public works departments who are working with the STA and consultants Korve Engineering of San José and Smith/Kempton of Sacramento.

INTERCITY TRANSIT CONSOLIDATION:

Solano has seven separate transit operators and several provide bus service between our cities. The STA has pulled the operators together to work with

consultants Nelson/Nygard of San Francisco to produce a consolidated schedule and a single information phone number to make the combined services more accessible to the general public. That schedule will be part of a promotional campaign to debut later this summer.

Finally, it must be noted that the STA has been working with SEDCORP's Transportation Action Team collaborating on strategies to promote projects that meet the needs and benefit industry in Solano. The product of this new network will be an action plan that will inevitably result in new opportunities to address.

The effort by the STA to define its work program by specific priority projects and assemble one-of-a-kind networks to deliver them won't win us an Academy Award, but it makes us one of four finalists for the California Transportation Foundation's 1997 "Organization of the Year." It is our best chance at maintaining traffic mobility in Solano. □

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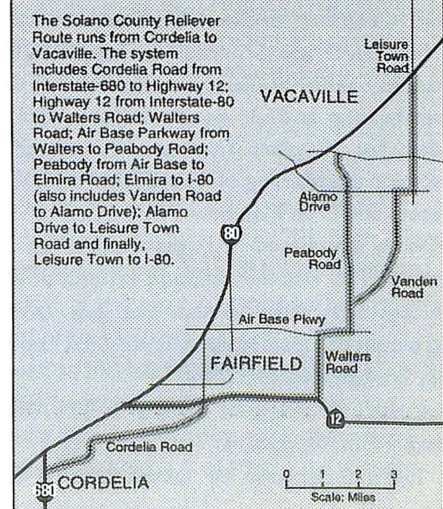
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SNAP:

Continued from P.5

a new, on-line catalog with real time listings of our holdings. As new books and other materials are cataloged and processed, they are immediately available to library customers through the computer database. In addition, books and materials on order can be displayed (on computer), and requests taken for them electronically, replacing manual card stock.

The system is available at terminals in any of our partner libraries and through modem connections from home or any other remote location. In addition to using the computer catalog, library customers can directly place their own requests for items, and check their own account for materials checked out or on reserve. And they can access information on any fines or fees owed.

The Benefits

The most obvious benefit is to our library customers. Through this catalog, customers have access to over one million items. The catalog is searched over 35,000 times a month.

There are financial benefits to the partnership. The State encourages resource sharing and cooperation among libraries by reimbursing them for loaning materials to each other. Before this cooperative venture, the maximum reimbursement the libraries received was under \$30,000. At the end of 1996/97 fiscal year, our members received approximately \$300,000.

Operations efficiencies are achieved as well. Three highly trained and qualified technology specialists, centralized at the Solano County Library, serve the needs of the partnership. These specialists troubleshoot software and hardware problems, serve as an advice desk to the members and as liaison with our vendor. Operating independently, each of the six partners would need to hire and train their own technology person.

The partnership has progressed to collaboration in other areas, including instituting uniform borrowing policies and fee schedules. Customers can register for library cards, borrow and return materials and pay fines at any library in SNAP. It is a seamless service from their viewpoint. □

ALLIANCE NEWS

Continued from page 13

to supply an unlimited amount of skilled workers."

Carnes readily salutes the union shops for their apprenticeship programs. "For decades the Union Trades have held the Apprentice Training to the high standards necessary to produce quality craftsmen." However, Carnes and his partner, Norman Hattich, have taken another route to promote a skilled labor force to meet the needs of their own shop and the industries they serve. They contend that nationally, more than 80% of the construction and maintenance trades work is done by "open shop" contractors. Since its founding in 1976, Aspen Timco has worked at insuring that the training would be there for open shop apprentices. In 1995, the Associated Builders and Contractors received State and Federal approval for the Open Shop

Apprenticeship program. While the training standards have been in place for a number of years, State approval gives the members of the Associated Builders and Contractors a level playing field, allowing them to competitively include apprentice employees in their crews as is done in the union shops.

As to the needs of the biotechnology industry and other high tech firms growing in Solano County, both Carnes and Franchimon underscore the readiness of the building trades to meet the specialized training required. Franchimon says, "With the influx of the big-tech industries moving to Solano County, our Programs are training both apprentices and journeymen in the new clean room environment. We are continually upgrading our training to meet the need of the industries locating in our area. We are prepared to offer the highest skilled craftsman available." □

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Meet The New Fairfield City Manager

The City of Fairfield welcomed a new city manager on March 1. Kevin O'Rourke begins his new challenge following almost twelve years as city manager of Buena Park in Orange County, a city perhaps best known as the home of Knott's Berry Farm. The following is paraphrased from a conversation with Kevin O'Rourke. He talks about first impressions of Fairfield and his new challenge from his fourth floor City Hall office, which boasts a panoramic view. The city manager is a soft-spoken and confident individual.

What interested you in Fairfield?

First of all I was ready for a change and looking for the right city. Aside from the air quality and overwhelming congestion, I liked living in Orange County and I could have stayed there. The City of Fairfield attracted me as a professional because of its reputation. The City is known throughout the state as a "well-run" city, with an "entrepreneurial" approach to implementing policy, meaning a city that makes things happen. And Fairfield is recognized for strong community involvement in its processes.

First impressions of your New Home?

Fairfield for me is an adventure. I find the City irresistible. As you know, Southern California cities are often contiguous. They flow into each other. Sometimes the only way to differentiate them is by the signs on the freeway telling you the city you are entering or leaving. Fairfield, in contrast, has a "Sense of Place." It's the best-kept secret in Northern California. Once you leave the freeway and enter the City, there is a quality, depth, and diversity that rivals any big city.

Fairfield has all the amenities – restaurants, the Mall, cultural activities, recreational opportunities. It has a full range of residential options and a strong industrial base with room to grow. I live within 15 minutes of work, a very pleasant change for a transplanted Southern Californian.

First Impressions of How the City Works?

1. This municipality runs with a large organization, faced with administering a city with lots of growth potential in a time of dynamic change. I am impressed by the staff and the organization. I see good people working very hard to serve various constituencies/customers, with a well-rounded approach. It's a good organization, and good organizations don't happen overnight.

2. Fairfield has a lot going for it. Sometimes I'm stung by the local criticism. Every city has its challenges. Every city has its North Texas Street, facing the reality of changing retail concepts and aging facilities. What's important is how the city addresses these challenges. Fairfield has a proactive stance toward revitalization, which labors to involve the total community in devising and implementing solutions. For example, the community came out to clean-up along North Texas Street one Saturday recently.

The entrepreneurial spirit is alive and well in Fairfield. Finding and developing innovative and creative funding sources to achieve revitalization goals is exciting, neat stuff. Fairfield has been very successful in developing partnerships with the private sector and the community to meet its needs.

3. The City owns hundreds of acres of land for development, open space and recreational purposes. It's an exciting time to be here.
4. Fairfield has a diverse industrial base, with more coming in. The community has identified what it wants and the City and its partners, like SEDCORP, are moving effectively to achieve these goals. And these are community-built plans. They include exciting growth industries offering quality job opportunities for Fairfield and Solano citizens. A biotechnology park is planned at Peabody Road. And reflecting the diversity of partnerships, the City and the Solano County Office of Education have a partnership to build a new County Education facility.
5. Preserving open space is a partnership among cities, business and industry, and community. The recently completed Lynch Canyon purchase and dedication as open space is testimony to Fairfield's community partnerships.

Tell us about your Management Style

I believe myself to be open-minded and a good listener. Right now my primary goal is learning to understand the internal organization and how it works. City department heads are trained professionals. I expect them to do their jobs, free from political agendas, and bring their best efforts to me. I believe that city employees should be customer-service driven. The recent recession has taught municipal employees that their job is a privilege, not a right. I liken them to

"Externally, I see a need to improve relationships with neighboring public entities. Relationships begin as one-to-one people contacts, continue with developing trust and respect for individuals and their thoughts. The goal is the more efficient delivery of services."

KEVIN O'ROURKE

stewards in the vineyard. It's in all of our best interests to see the business grow.

This is a time of transition. Fairfield has had a similar management style for 40 years with the last two city managers. My style is different. There's always room for improvement. We'll fix what needs fixing, but I believe in fixing it once, and doing it right the first time.

Externally, I see a need to improve relationships with neighboring public entities. Relationships begin as one-to-one people contacts, continue with developing trust and respect for individuals and their thoughts. The goal is the more efficient delivery of services. My past experience in Orange County was a great teacher in relationship-building. The Orange County bankruptcy scandal forced better communication and cooperation among people in the cities and the County. I believe it was the depth of personal relationships as well as professional respect that saw all of us through the largest challenge to the very essence of local government in the history of local government.

Challenges?

I intend to work to overcome the competitiveness between neighboring communities. Economic realities transcend geographic borders, and the competition has to stop. We need to work together to deliver efficient service. I like what SEDCORP is doing, promoting regional thinking and collaboration for the benefit of all citizens in the region.

Tell us about Kevin O'Rourke, the Person

I love what I do. I'm a consensus builder, and I hope to help heal some of the rifts I see in Fairfield. Perhaps some of my philosophies are the result of my background. I spent seven years studying for the priesthood. During that period in my life, I lived abroad, in Spain and Puerto Rico, and did social work. It was social work that brought me to California. I was a United Farm Workers organizer, working through the Council of Bishops. I met Cesar Chavez and developed great respect for the man. As a graduate student in Theology in Washington, D.C., I helped promote "Fighting for Our Lives," a UFW film that I still see on TV periodically.

Outreach Involvement

I am involved with the League of California

Cities, which provides peer experiences that serve me well in my own city. In November, I will begin a one-year term as President of the City Managers Division of the League.

I'm also involved in a manager exchange program with Australia. Four years ago I represented the League as keynote speaker and in workshops as Australia was transitioning to the Council/ Manager form of municipal government. Those workshops gave birth to the manager exchange program, during sabbaticals and for training purposes. The program has become a two-way learning experience. For example, the current US interest in the privatization of city services has been a reality in Australia for a decade. Just as we share our experiences with the Council/ Manager government form, so the Australians can teach us a lot about privatization.

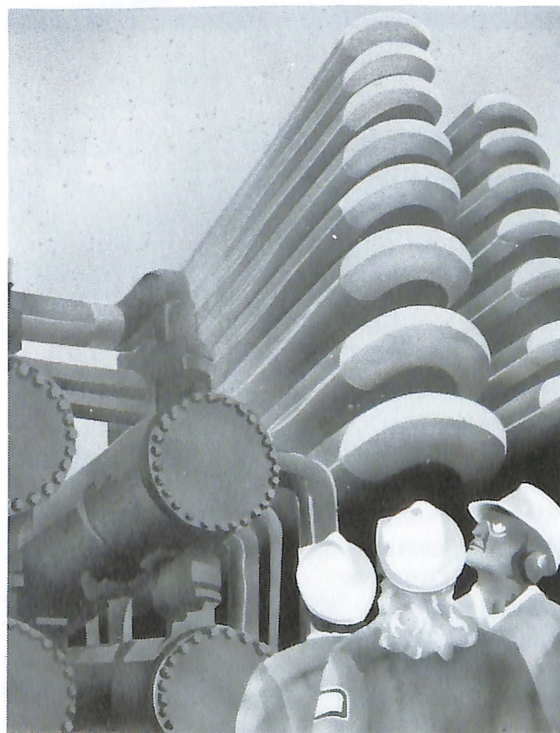
Final Thoughts?

I'm getting used to the visibility of my position in Fairfield. In Southern California it was easy to be anonymous in a region of 20 million people. □



Kevin O'Rourke

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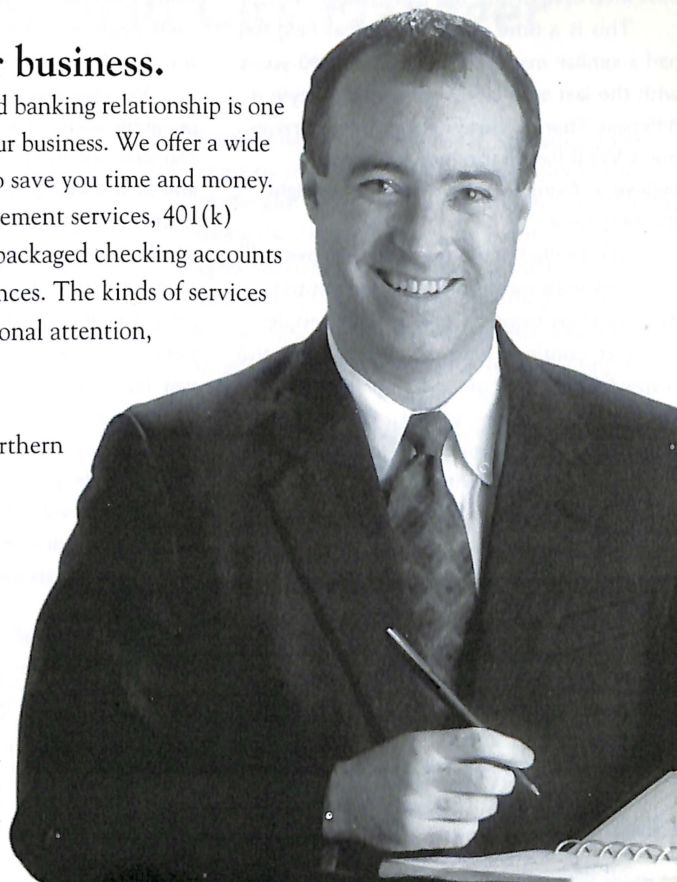
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MEETING CALENDAR

DATE	TIME	EVENT	LOCATION
June			
04	8:00 am	Breakfast on Campus	UC Davis
10	7:30 am	Life Sciences Committee	SEDCORP
17	8:30 am	Member-Investor Committee	SEDCORP
26	8:00 am	Marketing Committee	Suisun City Hall
July			
15	8:30 am	Member-Investor Committee	SEDCORP
17	7:30 am	Member-Investor Breakfast Speaker: Kennedy Smith	Ulati Community Ctr Vacaville
17	3:00 pm	Board of Directors	TBD
23	8:00 am	Executive Forum	SEDCORP
24	8:00 am	Marketing Committee	TBD
August			
12	7:30 am	Life Sciences Committee	SEDCORP
19	8:30 am	Member-Investor Committee	SEDCORP
21	8:00 am	Marketing Committee	TBD

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